



Nestlé S.A.

Disclaimer

This presentation contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.



Paul Bulcke
Chief Executive
Nestlé S.A.

Agenda

The last few years

The New Reality

Strategic direction

Opportunities to drive performance

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Agenda



Nestlé

Good Food, Good Life

Our ambition

**The world's leading nutrition,
health and wellness company**

**A reference for financial
performance**

Trusted by all stakeholders



Our promise
has guided
our strategy

Enhancing the quality of life...

... with good food and beverages
... everywhere...

... with personalised nutrition
for medical conditions



Good Food, Good Life

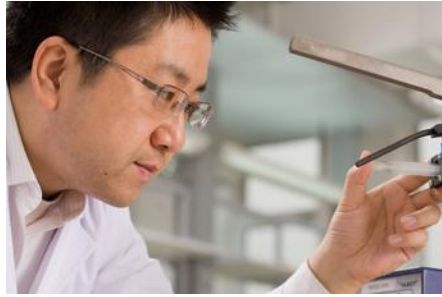


Our Roadmap has guided our execution



Research & Development

Platforms for future growth across the value chain



Innovation has gone beyond products and driven performance

Customised



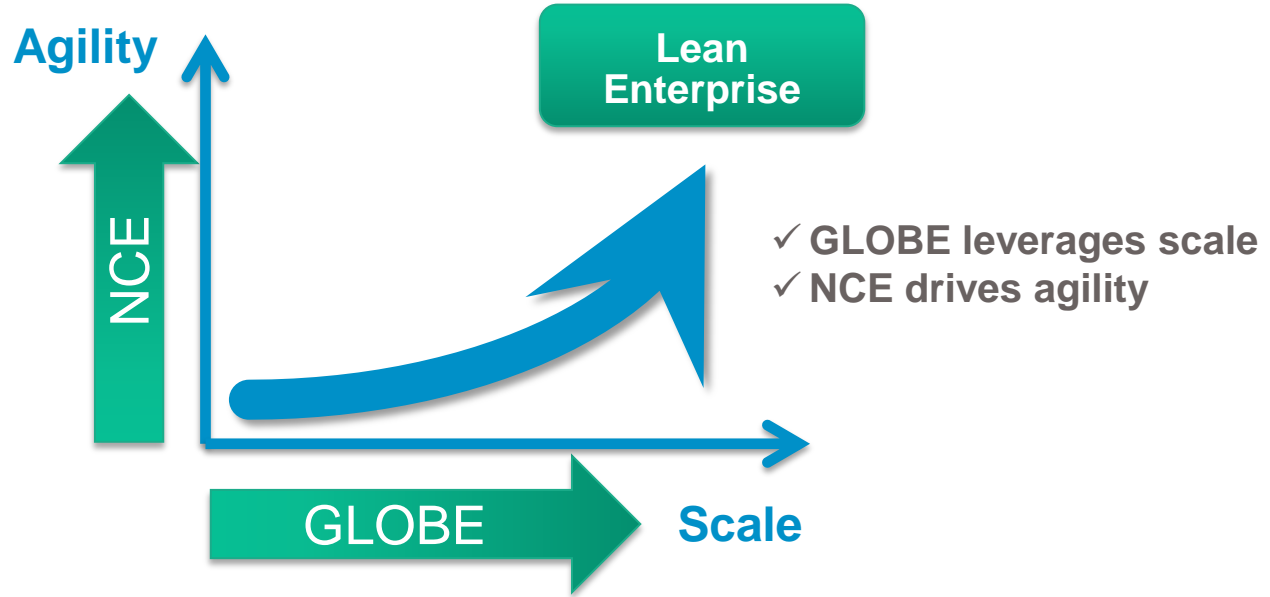
Standardised

Products

Systems

Services

Nestlé Continuous Excellence



A great enabler

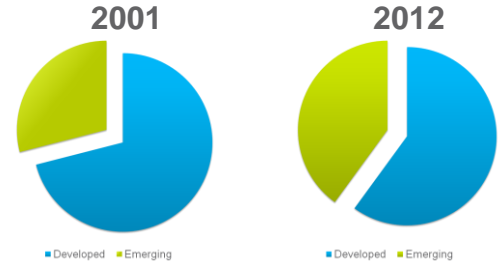
- Mind-set change & empowering at all levels
- Over CHF1.5bn efficiencies per year
- Enables growth – frees up time for customers & consumers

An evolving business

Growth drivers



Emerging Markets



% of Group Sales: from 30% to 43%

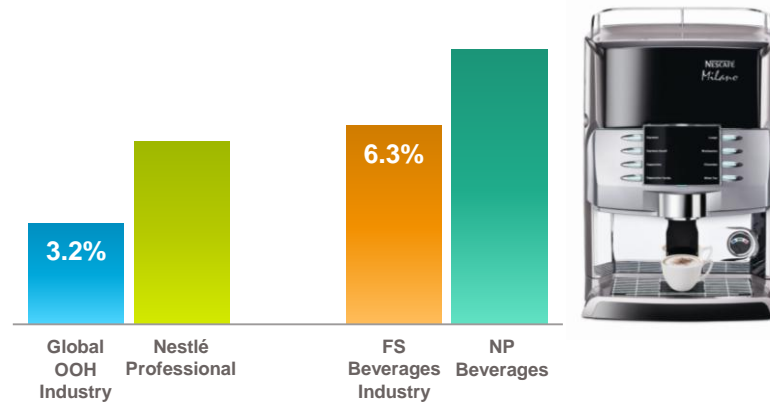
Popularly Positioned
Products 2x Group OG

An evolving business

Growth drivers



Premium enhancing
Group's OG



OOH driving
growth

An evolving business

New channels,
innovative
distribution and
routes to market





Nestlé HealthScience

Pioneering science-based personalised nutritional solutions for specific medical conditions

Core HealthCare Nutrition

- Strong brands; HCP-driven



Vitaflo

- Genetic metabolic disorders



Vital Foods

- Kiwi fruit-based solutions for GI conditions



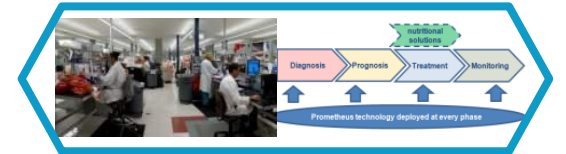
Accera

- Neurodegenerative disorders (e.g. Alzheimer's Disease)



Prometheus

- Diagnostics and in-licensed Pharma products in GI and oncology



Acquisitions:
building positions
and capabilities in
attractive categories

Wyeth® | Nutrition



Nestlé
Gerber®

inLU 银鹭集团



PROMETHEUS®
Therapeutics & Diagnostics



Agenda

The last few years

The New Reality

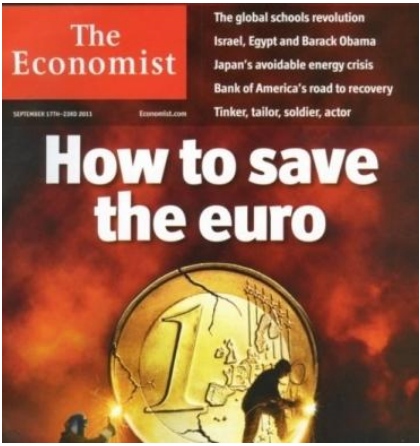
Strategic direction

Opportunities to drive performance

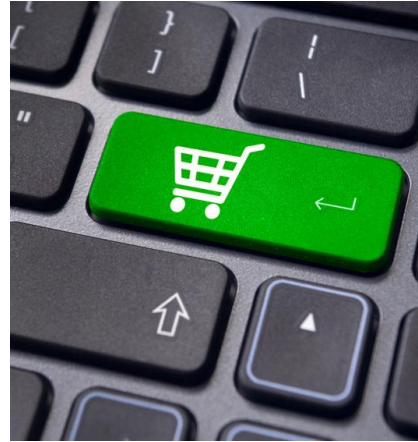
The New Reality



Many challenges and risks



The New Reality



Many opportunities



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The last few years

The New Reality

Strategic direction

Opportunities to drive performance

Our Strategic Roadmap remains valid



Our NHW
promise remains
valid

Enhancing the quality of life...

... with good food
and beverages
... everywhere...



Good Food, Good Life

... with personalised
nutrition for medical
conditions



Fit to win in The New Reality



Make choices



Grasp opportunities



Value what consumers value



Engage with the community and stakeholders



Embrace digital



Have the best people

And ...

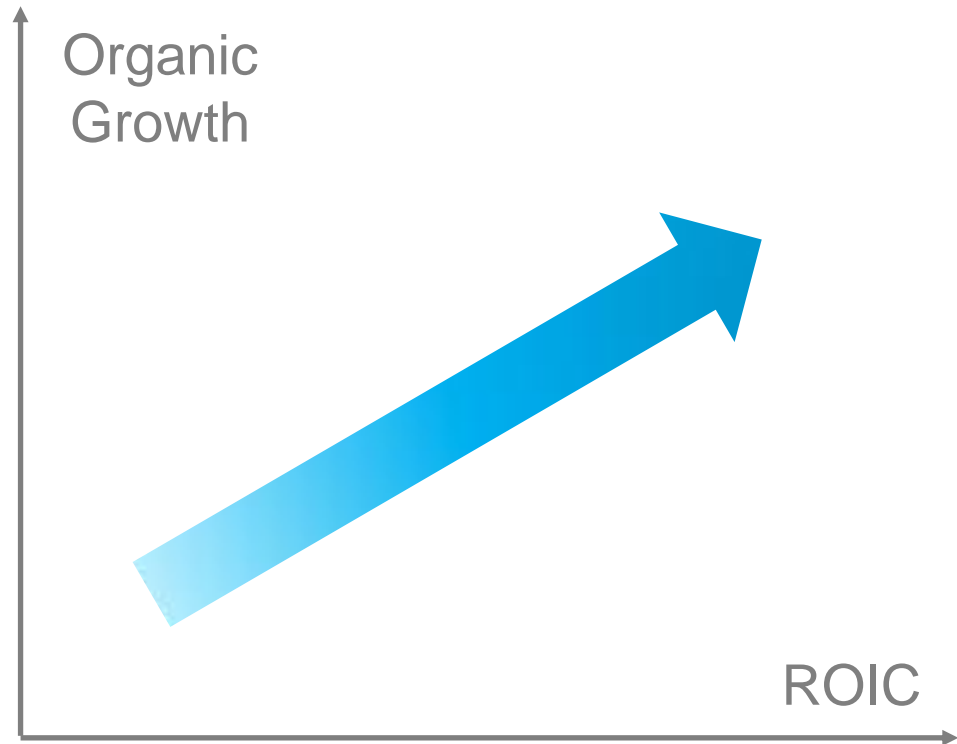
NestléHealthScience
NOURISHING PERSONAL HEALTH



... expand the boundaries of nutrition

Make
choices

Drive value creation



Grasp opportunities

Enhance our NHW agenda



Products



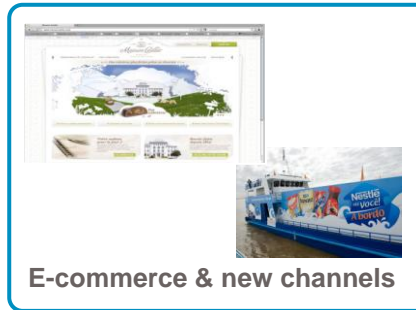
Information



Services

Grasp opportunities

Focus on different innovation and growth platforms



Grasp opportunities

Faster and bigger roll-out of successful launches



Juicy chicken

In 56 markets



NESCAFÉ
Dolce Gusto

In 62 markets



Peel-able
ice cream stick

In 25 markets

- 
1. Multi-market
 2. Speed
 3. Simplicity

Embrace
simplicity

Continue the
Nestlé Continuous
Excellence journey



Embrace simplicity

Continue the
Nestlé Continuous
Excellence journey

- ✓ Elevate simplicity mindset
- ✓ Expand from 150,000 to 330,000 people
- ✓ Constant fight against waste

ZERO Waste	ONE Team	100% Engagement
0	1	100

...improving
everyday

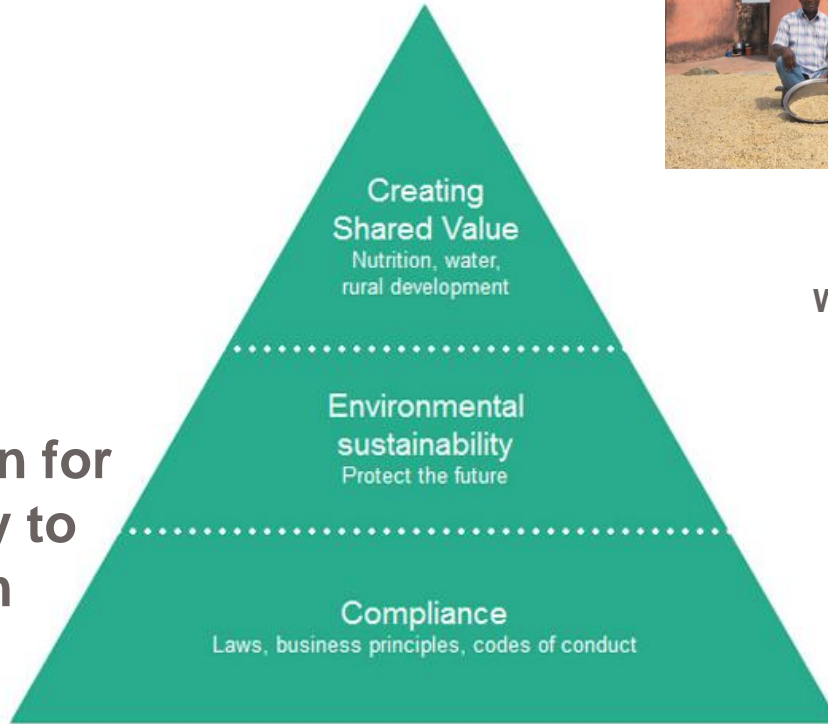
...thinking and
acting
cross-functional

...making a
difference

We live **by...** and **for...** consumers

Nestlé in Society

Value creation for society is key to our long-term success



Rural Development



Water



Nutrition

Nestlé in Society

Our CSV Commitments

Nutrition

Water

Rural Development

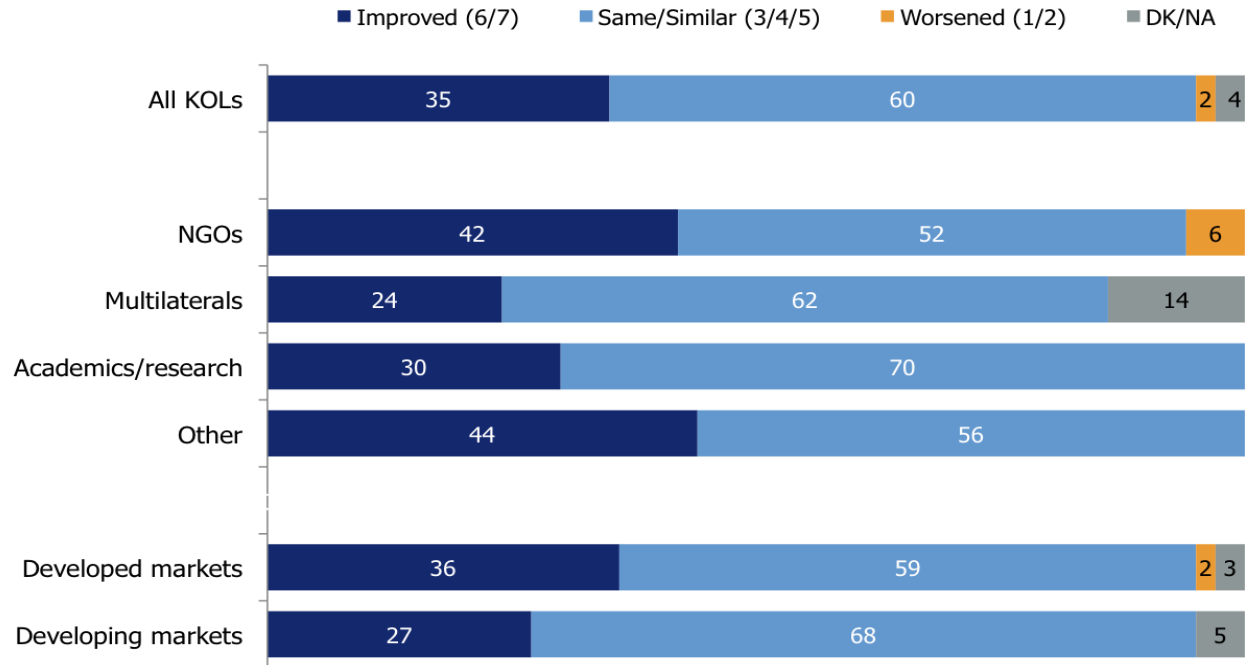
Human Rights

**Environmental
Sustainability**

Key Opinion Leaders' impressions are improving, esp. amongst NGOs

Value for Society

Key to our long-term success



Source: Initial Globescan research 2012

Digital engagement



Leverage digital for new business models

SPECIAL.7

Online only sales channel for premium tea



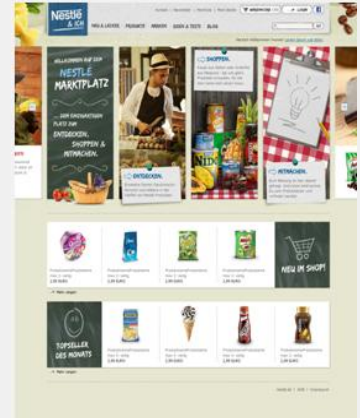
Spain Caja Roja

Personalised confectionery gifting boxes



Germany Marktplatz

International & iconic full Nestlé range offered online



Our people & our culture

Longer-term focus;
shorter-term performance

Alignment across 339,000
people



Agenda

The last few years

The New Reality

Strategic direction

Opportunities to drive performance

Worked well
in the past &
drivers of
performance
today &
tomorrow

- **Long-term** approach
(products, markets, capacity and capability building)
- **Decentralised** markets creating strong local consumer engagement – but **aligned**
- **Building capabilities**
(GLOBE, NCE, R&D, PPP, premium, channels)
- **Superior presence & performance** in
emerging **and** developed markets
- **Staying focused** on the vision
- **M&A** to pursue leadership in attractive categories
and build capabilities

Further performance opportunities

- NHW value creation opportunity
- Expanding the boundaries of NHW
- Capital efficiency and cash conversion
- Value dilutive businesses
- Simplicity throughout the organisation
- Transfer of know-how to markets

Entrepreneurship - Intensity - Execution

Profitable growth - Scale leverage - Reinvestment

Enhancing the
quality of life



Nestlé

Good Food, Good Life

